



Institute *for* Healthcare Improvement

3rd Annual Southeastern Regional
Healthcare Improvement Case Competition

Institute for Healthcare Improvement
Open School | Emory Chapter
2023-2024



EMORY
UNIVERSITY

Agenda

1 Who We Are – IHI Open School: Emory Chapter

2 Southeastern Regional Healthcare Improvement Case Competition

3 2024 Competition

4 Appendix

Who We Are



Lauriane Pinto

IHI Co-President

Lauriane is a third-year MD Candidate at Emory University School of Medicine. Prior to medical school, she was a healthcare strategy consultant at PwC and Health Advances, supporting the development and commercialization of novel medical devices, therapeutics, and diagnostics. Lauriane earned a BS in biology from Duke University, where she graduated with Honors and Departmental Distinction.



Meg Winata

IHI Co-President

Meg is a third-year medical student at Emory. Prior to medical school, Meg was a Surgical/Trauma ICU nurse for several years at Grady Memorial Hospital, where she implemented unit-based quality improvement projects as the Chair of the SICU Unit Council. Meg graduated from Emory with a B.A. in Music and a B.S. in Nursing.

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IHI Open School: Emory Chapter

IHI is a national non-profit organization dedicated to advancing patient care through quality improvement. The IHI Open School Emory Chapter is an Emory-wide organization that represents students from all disciplines.

Chapter Objectives

Foster healthcare innovation:

Facilitate student access to & involvement in QI projects across Emory Healthcare and student clinics

Provide open-access education:

Offer tools & educational resources to increase the quality and quantity of clinical & operational problem-solving

Create an intellectual community:

Build bridges across Emory by forging an interprofessional community dedicated to healthcare improvement

Our mission is to empower students to develop QI skills and knowledge surrounding real-world healthcare problems

Faculty Advisors:



Fred Sanfilippo, MD, PhD

- Director, Healthcare Innovation Program (HIP), Rollins School of Public Health, Emory
- Professor, Pathology and Lab Medicine, Emory School of Medicine
- Professor, Health Policy and Management, Rollins School of Public Health, Emory



Bhavin Adhyaru, MD

- Medical Director, Quality Improvement at Grady, Emory University/Grady Health System
- Associate Professor of Medicine, General Medicine and Geriatrics, Emory School of Medicine



Corinne Abraham, DNP, RN

- Clinical Associate Professor, Nell Hodgson Woodruff School of Nursing, Emory University
- DNP Program Director, Nell Hodgson Woodruff School of Nursing, Emory University

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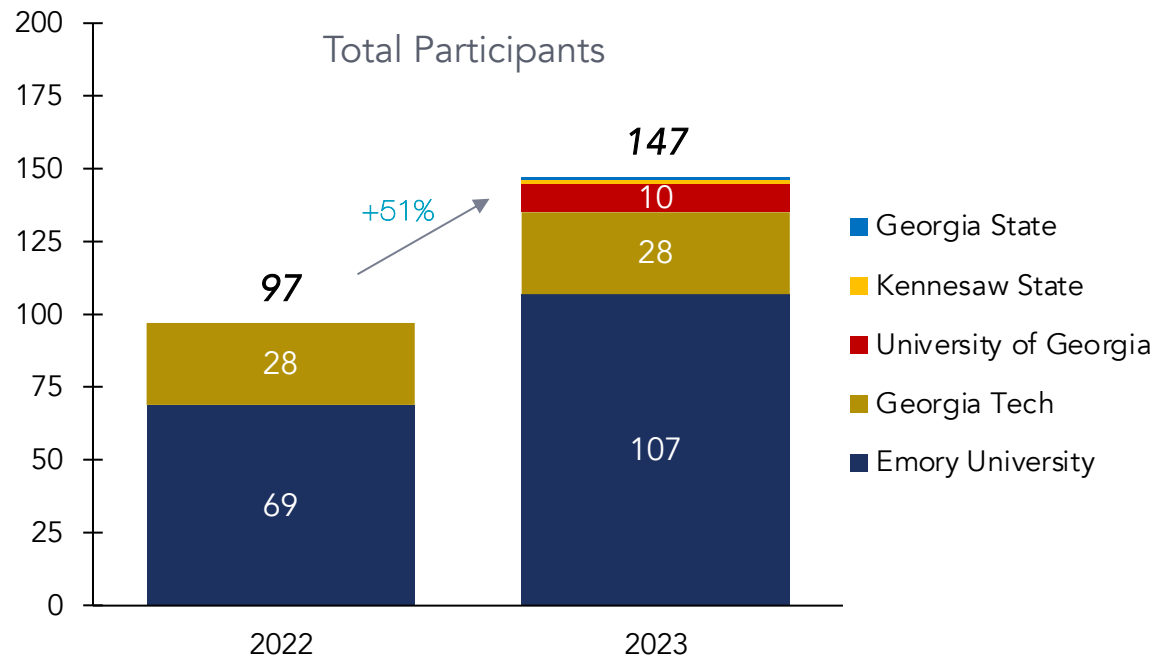
Southeastern Regional Healthcare Improvement Case Competition

The IHI Open School Emory Chapter hosts an annual interdisciplinary healthcare case competition, giving students the opportunity to design an innovative solution to a local healthcare issue.

Overview

- Established in 2022, the Southeastern Regional Healthcare Improvement Case Competition is a student-led initiative aimed at educating and engaging undergraduate & graduate students in quality improvement and healthcare delivery innovation
- The competition seeks to fill gaps in health education by introducing students to the interdisciplinary factors that shape the modern delivery of care and prepare them for the interprofessional collaboration that will be required of them in their future careers

Key Statistics



Participant Eligibility & Awards

Eligibility

- The competition is open to all undergraduate & graduate students from universities across the Southeast
- No prior healthcare background is required. However, each team must consist of members from **at least 2+ different schools** to provide each team with an equal opportunity to approach the case from both a healthcare and non-healthcare perspective

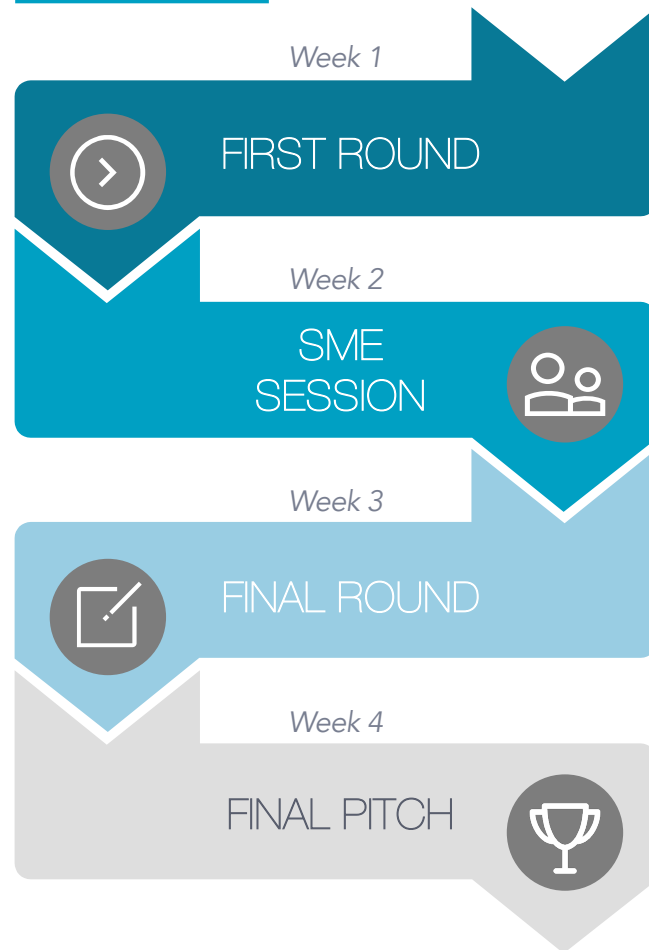
Prize Money

- The final three teams with the highest scores are awarded cash prizes:
 - 1st prize: \$5,000
 - 2nd prize: \$2,500
 - 3rd prize: \$1,000

Case Competition Structure

From the time registration closes, teams are given four weeks to research, develop, and present their proposal.

STRUCTURE



- Once the prompt is released, teams are tasked with **developing a proposal** that provides an elegant and thoughtful solution to the given problem
- They are given access to library of curated **public health data resources** to help inform their recommendation
- A student-led committee reviews first-round deliverables and **anonymously scores proposals** using an established rubric
- The **5 teams with the highest scores are selected as finalists** to pitch their proposals
- To guide deliverable development, teams can **meet with faculty mentors / subject matter experts** (i.e., physicians, epidemiologists, health services researchers, etc.) **to receive feedback on first-round proposals** in advance of their final presentation
- The finalist teams **pitch a live, in-person, 20-min presentation** to the Case Competition Judges followed by a 10-min Q&A session
- The Judges select the top **three winning teams** and present them each with a **cash prize**

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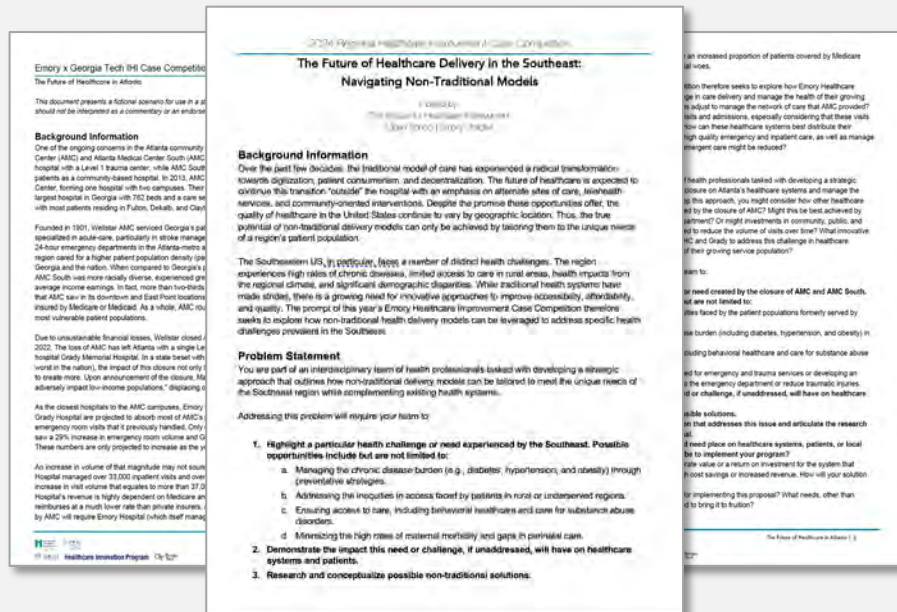
2024 Case Competition: The Future of Healthcare Delivery in the SE

This year's prompt will challenge students to explore how non-traditional health delivery models can be leveraged to address specific health challenges prevalent in the Southeast.



CASE PROMPT

ASK: develop a strategic approach outlining how non-traditional delivery models can be tailored to meet the needs of the SE while complementing existing health systems



PROPOSAL REQUIREMENTS

1. Highlight a particular health challenge or need experienced by the Southeast
2. Demonstrate the impact this need, if unaddressed, will have on healthcare systems and patients.
3. Propose a viable non-traditional solution that addresses this issue and articulate the research and data to support your solution.
4. Consider the cultural, socioeconomic, and geographical factors that may impact the effectiveness of your solution.
5. Calculate the costs of the need if left unaddressed and outline a financing plan and to implement your program.
6. Sketch personas of the primary, secondary, and tertiary stakeholders your proposal would benefit, affect or whose buy-in you would need to implement it.



Important Dates – March 2024



Friday, March 1, 2024

Registration Deadline

- Individual or team registration to participate closes on Friday, March 1, 2024 at 11:59pm
- Interested students can register as a team or as an individual. The Case Competition Organizing Committee will place registered individuals on finalized teams



Monday, March 4, 2024

Team Formation & Prompt Release

- The Case Competition Planning Committee will assemble and announce finalized teams of 3-5 students. Teams will be notified of their formation and sent the case prompt via email
- The competition will begin that evening with a recorded Kick-Off Meeting held over Zoom



Monday, March 11, 2024

First-Round Deadline

- Teams will be given one week to research, develop, and submit their first-round proposal
- The first-round proposal will consist of a 5-15 slide PowerPoint presentation with a supporting 5-10 minute recorded pitch
- Proposals must be submitted on Monday, March 11, 2024 at 11:59pm



Monday, March 18, 2024

Finalist Announcement

- The five teams with the highest-scored proposals will be selected as finalists to pitch their presentations in-person



Monday, March 25, 2024

Finalist Presentation

- The top five teams will pitch an in-person 20-minute presentation to the Case Competition Judges followed by a 10-minute Q&A session
- The Judges will select the three winning teams and present them each with a cash prize

2024 Competition: Regional Partnerships

Given the success of the past two years, we hope to expand the competition into the Southeast region by partnering with universities and institutions outside of Georgia.

EXISTING SPONSORS



POTENTIAL PARTNERS



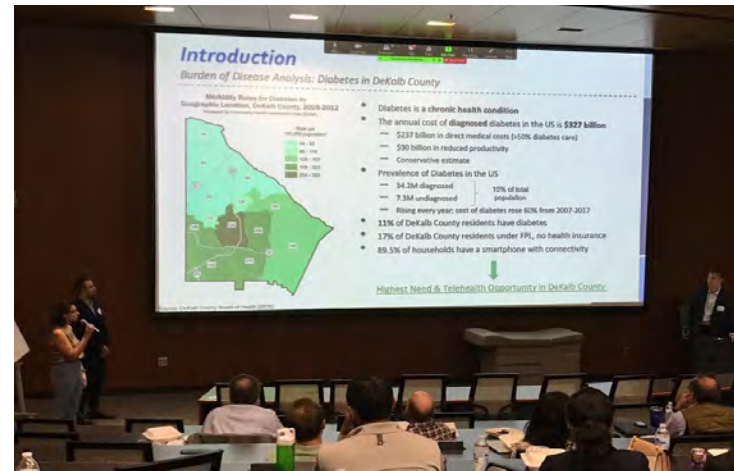
Through these partnerships, we hope to enable the **longevity of the Southeastern Regional Healthcare Improvement Case Competition**, inspiring students to put what they have learned into practice by **solving the region's most pressing healthcare problems**

Past Competitions

2023 COMPETITION



2022 COMPETITION



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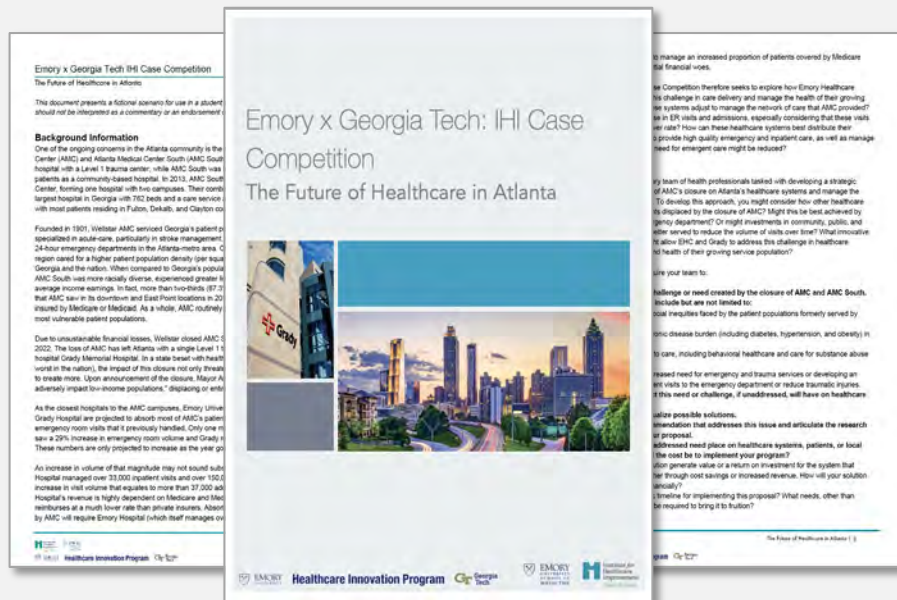
2023 Case Competition: The Closure of Atlanta Medical Center

Last year's prompt challenged students to address the closure of Wellstar Atlanta Medical Center (AMC) and Atlanta Medical Center South (AMC South).



CASE PROMPT

MAIN ASK: develop a strategic approach to mitigate the impact of AMC's closure on Atlanta's healthcare systems and manage the care of their patient populations.



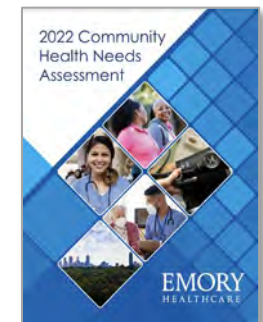
PROPOSAL REQUIREMENTS

1. A particular challenge or need created by the closure of AMC + AMC South and the impact of this need or challenge on healthcare systems + patients
2. Possible solutions that address this need
3. The costs of the need if left unaddressed, and a financing plan to implement your program



PROVIDED DATA

- 2022 Community Health Needs Assessments for:
 - Grady Memorial Hospital
 - Emory Healthcare
 - Wellstar Atlanta Medical Center

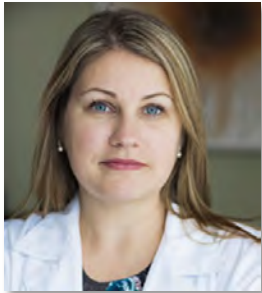


2023 Case Competition: SMEs & Judges



Ben Druss, MD, MPH

Benjamin Druss is Professor and Rosalynn Carter Chair in mental health in the Department of Health Policy and Management at Rollins School of Public Health, Emory University. As one of only a handful of psychiatrists in the country based in a school of public health, Dr. Druss is working to integrate mental health, physical health, and public health. His research has focused on understanding and improving access, quality, and outcomes of care for populations with serious mental illnesses and medical comorbidity.



Carolyn Clevinger, DNP, RN

Dr. Clevinger is a clinical track professor and gerontological nurse practitioner. She is a nationally recognized educational leader in advanced practice nursing and in geriatrics and gerontology. She is a Past President of the Gerontological Advanced Practice Nurses Association, Fellow of the American Association of Nurse Practitioners (AANP) and the Gerontological Society of America, and contributor to the AANP Certification Program. She is the director of the nurse-led patient centered medical home for people living with dementia, the Integrated Memory Care Clinic



Joshua Wallenstein, MD

Dr. Wallenstein joined the Emory University School of Medicine faculty in 2004. He received his MD at Rutgers Robert Wood Johnson Medical School and completed his emergency medicine residency at The Mount Sinai School of Medicine in New York. Dr. Wallenstein's primary academic interest is the professional and career development of medical trainees and academic physicians. He provides career and promotion mentorship for junior and mid-career faculty within the Department of Emergency Medicine, where he serves as Associate Chair of the Appointments, Promotion, and Tenure Committee.



Nathan Spell, MD

Nathan Spell, MD, is a graduate of Harvard Medical School and trained in internal medicine at the Brigham and Women's Hospital in Boston. He is a Fellow of the American College of Physicians. Dr. Spell is professor of medicine, a primary care internist, and is the associate dean for education and professional development in the School of Medicine. He serves as executive director for Continuing Medical Education at Emory. From 2006 to 2016 he served as Chief Quality Officer of Emory University Hospital, quality improvement activities, including oversight of projects, internal consultation, and development & delivery of training programs.



Fred Sanfilippo, MD, PhD

Dr. Fred Sanfilippo's career has been as a physician-scientist and academic leader. He is also the Director of the Emory-Georgia Tech Healthcare Innovation Program, which has been developed with support from the Woodruff Fund and in coordination with the Georgia CTSA to enhance innovation in healthcare delivery research, education, and service. As a leader, Dr. Sanfilippo has been active in academic medicine, transplantation, and pathology. He has served on the editorial board of 13 professional journals, been invited to speak at some 200 academic and scientific venues, and elected president of seven academic and professional organizations.



David Murphy, MD

Dr. Murphy is an Assistant Professor of Medicine at Emory University in the Division of Pulmonary, Allergy, Critical Care and Sleep Medicine. He is a physician, researcher, and expert in healthcare quality and patient safety. In 2011, Dr. Murphy was recruited to join the Emory University faculty as Assistant Professor of Medicine. He serves in a number of leadership positions at Emory including Director of Quality for the Emory Critical Care Center, Director of Research for the Emory Healthcare Office of Quality, and Director of Critical Care Quality at Grady Memorial Hospital.



Victoria Phillips, PhD

Dr. Victoria Phillips is an Associate Professor in the Department of Health Policy and Management at the Rollins School of Public Health of Emory University. She specializes in the areas of evaluation and economic evaluation. She currently works as a guest researcher in the Division of Integrated Surveillance Systems and Services in the National Center for Public Health Informatics.



Penny Castellano, MD

Dr. Castellano joined the Emory faculty in July 1990. She served as Director of Residency Training, Crawford Long Hospital of Emory University 1992-1995. She was Medical Director of Emory Clinic North from 1997-2001 and Section Chief of Primary Care 1998-2002, when she transitioned to several Chief Medical Officer and Chief Quality Officer roles for the Emory Clinic and affiliated group practices. She currently serves as Associate Director and Chief Medical Officer for The Emory Clinic and Emory Specialty Associates. In November of 2016, she additionally began serving as Interim Chair for the Department of Gynecology and Obstetrics.

2023 Case Competition: SMEs & Judges



Laika Steiger, MBA

In her current role as the Associate Dean for Clinical Practice Operations and the Executive Director of the Emory Nursing Learning Center, Laika leads several areas for the School of Nursing including the Office of Clinical Affairs, Emory Nursing Experience, the Emory Nursing Professional Development Center (ENPDC), the Wound, Ostomy, and Continence Nursing Education Center (WOCNEC), and the Simulation Program at the Emory Nursing Learning Center (ENLC). Previously, Laika led the training team at WellStar Health System as its Assistant Vice President of Organizational Learning Operations.



James Steinberg, MD

Dr. Steinberg is a Professor Emeritus at Emory University School of Medicine and serves as a Hospital Epidemiologist and Chief Medical Officer at Emory University Hospital Midtown. As an Infectious Disease physician, Dr. Steinberg's research focuses on the prevention of health care associated infections (HAIs) with a quality improvement focus on reducing the impact of these infections. He was an integral part of the team that led to Emory's funding and designation by the CDC as a Prevention Epicenter.



Cheryl Hiddleston, MSN, RN

Cheryl is the Director of the Emory eICU Center. She has been a registered nurse in Georgia for 34 years. She practiced at the bedside for 20 years with a primary focus on critical care. She also has a background in patient logistics and flow management. Cheryl was directly responsible for the development of the Emory eICU Center and continues to have clinical and operational oversight of the program. Over the last 5 years she has also become involved in research and development of various remote monitoring and predictive analytic applications focused on reducing serious complications for critical care patients.



Lynda Barrett, MBA

Lynda is Associate Vice President for Strategic Planning for the Woodruff Health Sciences Center and Vice President for Strategic Planning for Emory Healthcare. She has over 25 years of experience in the healthcare industry. She joined the Strategic Planning Office in the Woodruff Health Sciences Center of Emory University in 2008, but has worked in strategic planning for almost 20 years. She facilitates the development of strategic plans for the Woodruff Health Sciences Center. She also manages the annual strategic planning cycle activities for Emory Healthcare, including the Strategic Plan development, Annual Operating Plan, Environmental Assessment, and Balanced Scorecard activities.

2022 Case Competition: Disparities in Diabetes Care

Previous year's prompt challenged students to develop a novel solution that addresses disparities in diabetes care within the Georgia population.

CASE PROMPT

MAIN ASK: a novel and integrated telehealth platform that creates a pathway for diabetic patients with limited access to healthcare to receive long-term chronic care management

The Main Issue and Ask

Understanding the burden of untreated diabetes to the Georgia patient population, the healthcare system's executive leadership aims to raise awareness and advocate for effective, evidence-based, culturally competent policies and best practices for improving health outcomes of those with diabetes. As part of this new initiative, your interdisciplinary team will develop a strategic approach and integrated telehealth platform that creates a pathway for diabetic patients with limited access to healthcare to receive long-term chronic care management.

Your deliverable will be presented to a simulated panel of stakeholders from the American Diabetes Association, the Georgia Health Association, and representatives from Grady Memorial Hospital and Emory Healthcare. The deliverable should include solutions that address social determinants of health, community partnerships, community initiatives, and health system initiatives. The deliverables should also include the following:

- A prioritized, innovative set of recommendations to improve the disparities in diabetic patients (for example: racial disparities, rural/urban disparities, technological access, and/or health literacy). Each team should identify in their deliverable a specific county in which they propose piloting their final deliverable.
- Each deliverable should address how telehealth can impact the following, while addressing pertinent social determinants of health in each setting:
 - Interprofessional management and patient care within hospital, clinic, and the community
 - Affordability and access to healthcare coverage and care available to diabetic patients
 - Transportation, access to healthy foods, ability to incorporate physical activity and other social determinants of health that are critical to maintaining a healthy lifestyle for diabetic patients
- A financing and implementation plan, including:
 - Estimated costs of the recommendations (up to \$5M)
 - Suggested sources of funding
 - A high-level view of how funding will be allocated
 - Key performance measures/indicators of success
- A partnership and accountability plan to drive adoption and sustainability, including sustainability of funding.

Deliverables should be formatted as a 20-minute Powerpoint Presentation and are due on April 15th, 2022 at 11:59:00 PM EST. Upload your presentation as a PDF to the OneDrive link that we will provide on our website.

Please note that we recommend you limit background information to no more than five minutes of your presentation.

PROPOSAL REQUIREMENTS

1. A prioritized set of recommendations to improve the disparities in diabetic patients within the Georgia population
2. A visionary financing implementation plan
3. A recommendation that encompasses partnership with a local entity
4. Considers social determinants of health necessary for maintaining a healthy lifestyle for diabetic patients

PROVIDED DATA

- De-identified EHC patient data
- GA public health information:
 - Demographics
 - Income & Poverty
 - Population
 - Technology Usage

Exhibit 1. Characteristics of Member Population by County

County Characteristics	Chick County	DeKalb County	Fulton County	Douglas County
Population	786,476	764,972	2,656,779	927,242
Population Over 21 Years of Age	554,813	554,830	790,857	645,550
Population Density 2019 (per square mile)	2,026	2,386	1,186	1,875

Member Population Characteristics

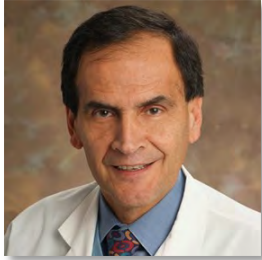
County	Chick County	DeKalb County	Fulton County	Douglas County
High School Graduate (includes equivalent)	41.8%	18.2%	42.8%	38.2%
High School Graduate (includes equivalent)	38.0%	15.0%	45.5%	33.8%

Patient Data

Question	Count	Count (%)	Discussion
Language Other Than English Spoken at Home	10	0.03%	(De-identified patient ID. A single patient's ID is hidden across sheets)
Spanish as Primary Language at Home	0	0.00%	Age at 10/2022: Age 30 or older is marked as >88
Household with No Vehicle Available	0	0.00%	Patient's indicated gender
Urban Core	0	0.00%	Patient's indicated race
Hispanic or Latino	0	0.00%	Patient's indicated ethnic group (Hispanic / Non-Hispanic)
White	0	0.00%	Whether the patient has a documented ICD-10 code for hypertension
Black or African American	0	0.00%	Whether the patient has a documented ICD-10 code for asthma (non-severe)
Hispanic or Latino	0	0.00%	Whether the patient has a documented ICD-10 code for Type 2 diabetes
Black or African American	0	0.00%	Whether the patient has a documented ICD-10 code for gestational hypertension
Hispanic or Latino	0	0.00%	Whether the patient has a documented ICD-10 code for gestational hypertension
Black or African American	0	0.00%	Whether the patient has a documented ICD-10 code for gestational hypertension
American Indian and Alaska Native	0	0.00%	Whether the patient has a documented ICD-10 code for gestational hypertension
Native Hawaiian and Other Pacific Islander	0	0.00%	Whether the patient has a documented ICD-10 code for gestational hypertension
Asian	0	0.00%	Whether the patient has a documented ICD-10 code for gestational hypertension
Other	0	0.00%	Whether the patient has a documented ICD-10 code for gestational hypertension
Hispanic or Latino	0	0.00%	Whether the patient has a documented ICD-10 code for gestational hypertension
Black or African American	0	0.00%	Whether the patient has a documented ICD-10 code for gestational hypertension
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Asian	0	0.00%	Whether the patient has a documented ICD-10 code for gestational hypertension
Other	0	0.00%	Whether the patient has a documented ICD-10 code for gestational hypertension



2022 Case Competition: SMEs & Judges



Guillermo Umpierrez, MD

Dr. Guillermo Umpierrez is a Professor of Medicine at Emory University School of Medicine, a renowned expert in the management of diabetes mellitus in the hospital setting, epitomizes the attributes of a physician scholar through his research, teaching, and lifelong learning. His research evaluating therapeutic approaches for hyperglycemia in the hospital setting established the superiority of the basal-bolus insulin regimen over the longstanding approach of "sliding-scale insulin" for managing patients with type 2 diabetes hospitalized with a non-critical illness.



Elizabeth Woodcock, DrPH, MBA, FACMPE, CPC

Elizabeth Woodcock is the principal of Atlanta-based Woodcock & Associates. Widely considered an industry leader in practice management, she is the author or co-author of 18 practice management books. In addition to a BA from Duke University, Elizabeth completed a MBA degree in healthcare management from the Wharton School of Business of the University of Pennsylvania and a Doctor of Public Health from the Johns Hopkins University Bloomberg School of Public Health.



Jessica Harding, PhD

Dr. Jessica Harding is an Assistant Professor in the Department of Surgery/Medicine at Emory University. She is an epidemiologist with extensive experience conducting chronic disease research. She received her PhD from Monash University and completed a post-doctoral research fellowship at the Centers for Disease Control and Prevention where she studied population-level trends in diabetes and related complications in US. Dr. Harding is a recipient of the Pilot & Feasibility Program Grant from the Georgia Diabetes Translation Research Center at Emory where she will examine the impact of the COVID-19 pandemic on diabetes care processes.



Nathan Spell, MD

Nathan Spell, MD, is a graduate of Harvard Medical School and trained in internal medicine at the Brigham and Women's Hospital in Boston. He is a Fellow of the American College of Physicians. Dr. Spell is professor of medicine, a primary care internist, and is the associate dean for education and professional development in the School of Medicine. He serves as executive director for Continuing Medical Education at Emory. From 2006 to 2016 he served as Chief Quality Officer of Emory University Hospital, quality improvement activities, including oversight of projects, internal consultation, and development & delivery of training programs.



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Sol Jacobs, MD

Dr. Sol Jacobs, MD is an Associate Professor in the Department of Medicine at Emory University School of Medicine. Dr. Jacobs serves as Section Chief of the Endocrine Unit at Emory University Hospital Midtown. His clinical interests include thyroid disorders, pituitary disorders, diabetes mellitus, Grave's disease, neuroendocrinology and osteoporosis. Dr. Jacobs earned his medical degree from Emory University School of Medicine in Atlanta, GA. He completed his internship and residency at Boston City Hospital, Boston, MA.



Michael J. Carr, MD

Michael J. Carr, MD is Assistant Professor in the Department of Emergency Medicine and the Section of Prehospital and Disaster Medicine at Emory University. Dr. Carr is a graduate of Siena College in Loudonville, New York. He completed medical school at St. Georges University School of Medicine. Dr. Carr completed his residency training in Emergency Medicine at Newark Beth Israel Medical Center and subsequently completed a one-year fellowship in EMS and Disaster Medicine at the same location. Currently, Dr. Carr is the Associate Medical Director of Air Life Georgia, covering six helicopter bases in the Atlanta metro area.